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# The State of the Holistic Nutrition Profession

How to make a living practicing  
holistic nutrition and how the  
profession can better connect with  
industry trends

# Table of Contents

<b>Introduction.....</b>	<b>p. 2</b>
<b>Health and Wellness Industry – The Fastest Growing Industry.....</b>	<b>p. 3</b>
Overall Trends	
Trends in Organic and Non-GMO Food Market	
Trends in Local Food Services and Consumption	
Rise in Vitamin and Supplement Sales	
<b>The Need for Holistic Nutrition.....</b>	<b>p. 4</b>
Preventable Disease Crisis: A National Culture of Unwholesome Eating	
An Aging Population	
Children and Allergies	
Mental Health Crisis	
<b>History and Background: Holistic Nutrition.....</b>	<b>p. 6</b>
Undeniable Health Benefits of Whole Foods Eating	
Undeniable Cost Savings in Following Holistic Nutrition	
The Tenets of Holistic Nutrition	
Similarities and Differences: Registered Dietitians and Holistic Nutritionists	
The Holistic Nutritionist’s Role	
Why People Seek Holistic Nutritionists	
<b>How to Earn a Living as a Holistic Nutrition Professional.....</b>	<b>p. 9</b>
State of the Market	
Where Holistic Nutritionists Work	
Where Natural Chefs Work	
<b>Education and Licensing Standards for Working in the Industry.....</b>	<b>p. 14</b>
State Licensing Standards	
Education Standards for Holistic Nutritionists and Registered Dietitians	
Training and Degree Requirements for Jobs	
<b>Creating a Sustainable Model for Greater Inclusion.....</b>	<b>p. 15</b>
Opportunities Analysis	
Using Media as an Outlet	
Accessing Grants and Funding	
<b>Conclusion.....</b>	<b>p. 20</b>
<b>Successful Holistic Nutrition Providers and Businesses.....</b>	<b>p. 25</b>

## INTRODUCTION

The Health and Wellness Industry is the newest trillion dollar industry in the United States. Americans now understand that holistic nutrition and healthy lifestyles work to reduce chronic disease, increase quality of life and promote environmental sustainability - they are subsequently demanding it as a consumer option.

Growth in the industry will lead to jobs and opportunities for holistic nutritionists and natural chefs. Job growth for health educators is expected to increase by at least 22% by 2022. The restaurant and hospitality industry, including wellness hospitality and tourism, is growing by at least 8% annually.

Many trends are favorable to our profession (Krom, 2014). In short:

- Positions within community-based organizations and nonprofits are expanding and will benefit more from a holistic approach.
- Clinical positions comprise 50% of the nutrition job market. Holistic nutritionists can work with and for RDs and other licensed health providers, including MDs, to provide whole food nutrition educational services in a clinical setting.
- Integrative health services, of which holistic nutrition is a primary component, are included in 21% of community-based hospital systems.
- The Affordable Care Act has a mandate to provide health promotion measures, such as nutritional counseling, exercise programs, and wellness education classes to people with chronic illness
- Increasing numbers of restaurants, grocery and natural food stores, and consumers are hiring holistic nutritionists and natural chefs to fulfill their desire for sustainable and health supportive meal and menu choices.

The key to success for the holistic nutrition profession is to 1) have our members promote the prestige of the NANP brand, 2) gain professional inclusion in mainstream community and clinical settings by competing for jobs, 3) design and implement health building, cost saving programs, and 4) stay true to our roots of holistic thinking, evidence-based approaches, and emphasis on building health rather than fighting disease.

This report examines 1) the health and wellness industry, and 2) the need for holistic nutrition, 3) the history and background of holistic nutrition, 4) how to earn a living as a holistic nutrition professional, 5) education and licensing standards, and 6) how to create a sustainable model for greater inclusion. The future is bright for the holistic nutrition profession. Let's make a difference and make a living by following best practices!

## **HEALTH AND WELLNESS INDUSTRY – THE FASTEST RISING U.S. INDUSTRY**

As people become more aware of the debilitating effects of unwholesome diets, they are demanding better access to fresh, organic, non-GMO produce and other natural food products. They are seeking educational information on whole foods diets, exercise, and stress release, and are choosing organic personal care products and restaurants that offer healthful options.

### **Overall Trends**

The health and wellness industry is the newest trillion dollar market. It includes 1) beauty and anti-aging products (\$679 billion), 2) fitness and mind/body exercise (\$390 billion), and 3) healthful eating and weight loss (\$277 billion). Complementary and alternative medicines, spas, health tourism, and workplace wellness complete the industry makeup. Women's Health Marketing found that organic beauty products alone will grow 74% from 2013 to 2018 – as part of what they deem a “health creep” that is invading all aspects of the consumer marketplace (Krom, 2014).

### **Trends in Organic and Non-GMO Food Market**

The U.S. organics market is slated to grow 14% by 2018. In 2012, the Organic Trade Association reported that 81% of families bought organic at least occasionally. Domestic organic food production increased 240% between 2002 and 2011, compared with only 3% in the non-organic market. When factoring that 46% of current consumers in the market are now “true believers” or environmentalists, the potential for expansion to an increasingly aware, LOHAS (lifestyle of health and sustainability) buyers is vast. Organic and natural foods are taking a substantial market share. Production will only increase due to the exponential increase in consumer demand for real food, natural products and science based health education (Daniells, 2014).

### **Trends in Local Food Services and Consumption**

Americans are buying prepared healthy foods or paying someone to prepare health supportive meals for them. Between 2010 and 2014, the Bureau of Labor Statistics reported that the “food services and drinking places” market segment, which includes special food services, drinking places (bars), and restaurants, added 1.3 million jobs, accounting for 74% of job growth in the hospitality industry. The industry has accounted for 1 of every 6 new jobs total in America during the economic recovery.

The National Restaurant Association reports that the restaurant industry will remain the nation's second largest private sector employer with 14 million employees. In total, it is a \$709 billion industry. “Healthy”, “local”, “sustainable”, “natural”, and “organic” are on the rise: 58% of consumers look for restaurants that serve meat raised without hormones or steroids, 45% select based on ability to purchase grass-fed beef, and 41% are concerned that an establishment has organic menu items. Restaurants and food service businesses are

cashing in, according to a comprehensive analysis of 9,000 restaurants by Technomic (2014):

- Nearly 10% of restaurants use the word “natural”, appearing 7% more each year on adult menus and 20% more on kids menus;
- The number of restaurants offering “sustainable” menu items has grown 34% since 2011;
- The use of “organic” has grown 4% on adult menus and 42% on kids menus since 2011.
- Nearly 18% of the top 500 US restaurants offer an organic item.

Part of the job market share jump in the food industry is due to two other trends: Americans are buying complete, freshly prepared, whole foods meals, and they are hiring personal chefs to cook in their homes. More than 70,000 Americans hire personal chefs to tailor diets to their particular health needs (Roth, 2008). This service has been traditionally seen as a luxury for the wealthy but is now prevalent in families where both parents are working full-time, or are caring for special needs children or aging and ill parents.

#### **Rise in Vitamin and Supplement Sales**

Vitamin, mineral, and supplement sales total more than \$25 billion, and the market is growing at more than 7% annually. The Wall Street Journal reports that what has changed is solely consumer interest – Americans are buying natural remedies due to increased awareness of potential preventive benefits. This can partially be attributed to the rising cost of traditional Western medical care (Ng & Rockoff, 2013).

## **THE NEED FOR HOLISTIC NUTRITION**

### **Preventable Disease Crisis: A National Culture of Unwholesome Eating**

U.S. deaths caused by terrorism, war, earthquakes, murder, and car accidents do not come close to the number of Americans that die from preventable diseases every year. Heart disease, the leading cause of death in the United States, claimed nearly 600,000 lives in 2011 (CDC, 2013). Total unintentional accidents took only 126,000 lives. In all, nearly 80% of deaths in 2011 were health-related, and mostly from diseases that can be prevented or impact-reduced by lifestyle choices. The Centers for Disease Control and Prevention (CDC) estimates that preventable cardiovascular diseases account for every \$1 in \$6 spent in the United States on healthcare, a staggering \$444 billion (CDC, 2010). Simple prevention measures that help people reduce blood pressure through healthful life choices, such as diet, exercise, and stress management, decrease death rates by 25%. A list of disease costs follows.

### **CDC's Chronic Disease Price Tag— Estimated Annual Direct Medical Costs (2009)**

Cardiovascular disease and stroke	\$313.8 billion in 2009
Cancer	\$89.0 billion in 2007
Smoking	\$96 billion in 2004
Diabetes	\$116 billion in 2007
Arthritis	\$80.8 billion in 2003
Obesity	\$61 billion in 2000

A national culture of poor eating habits and reliance on industry-marketed packaged, processed, and adulterated food is a primary contributor to these diseases and untimely deaths. The obesity crisis, especially among youth, has come to a critical tipping point in the United States. The CDC reports (2014) that childhood obesity has more than doubled in children and quadrupled in adolescents in the past 30 years; now 18% of children and 21% of teens are obese. Seventy percent of obese youth have at least one risk factor for heart disease, and are much more susceptible to type 2 diabetes and cancer.

#### **An Aging Population**

America's aging population is highly susceptible to preventable, debilitating, and life-threatening conditions, such as arthritis, cancer, diabetes, and pulmonary and cardiovascular diseases. People over 65 represented only 12% of the U.S. population in 2000, but by 2030 they will comprise 19% - more than twice as many people in total (ACL, 2015). This particular age group is becoming informed and getting motivated to gain self-care skills focused on diet, exercise, and nutrient supplementation to maintain health, rather than rely solely on pharmaceutical drugs and medical interventions. This has created a major shift in healthcare utilization and spending that will generate considerable new opportunities in the natural health field (CDC, 2014). The demand of the "baby boom" population for natural health services will increase the need for holistic nutrition services in nursing homes and in home healthcare situations (BLS, 2014).

#### **Children and Allergies**

Children are experiencing escalating rates of allergies and asthma that are correlated to the exposure to genetically modified organisms (GMOs) in their diets. Children under two have little to no ability to fight foreign substances. When foods such as corn, soy, canola, sugar, and cottonseed oil, found in many conventional infant formulas and food products, is modified, DNA-altered organisms are added to the genetic composition of the food source, causing allergies. In scientific studies, animals that ate GM foods acquired allergies and became seriously immune challenged. In some cases, they died. Since 1997, food sensitivities in children have increased 67%. While research has mainly been ~~mainly~~ conducted on animals, this rise in childhood immune challenges that often persists throughout life, if not identified and corrected, is due to a variety of diet, environmental, and genetic factors (Phillips, 2012).

## **A Mental Health Crisis**

The rise in mental health issues and depression has been linked to unwholesome eating patterns and metabolic disturbances. Hundreds of studies show that avoiding “junk” foods and following a nutrient dense, chemical- and additive-free diet can significantly improve mood naturally. A comprehensive study by T.S. Rao and colleagues (2008) demonstrated that most American and Asian patients with depression, bipolar disorder, schizophrenia, and obsessive-compulsive disorder were deficient in essential vitamins, minerals, and omega-3 fatty acids. Patients who were given information by nutrition educators on the proper quality, quantity, and variety of supplements showed a measurable reversal in depression symptoms.

## **HISTORY AND BACKGROUND: HOLISTIC NUTRITION**

### **Undeniable Health Benefits to Whole Foods Eating**

Research indicates unequivocally that while the proper mix for each individual is different, based on metabolism, age, sex, etc., incorporating as many whole foods into one’s diet as possible, leads to greater health and well-being. Whole foods are unprocessed and free of chemicals, coloring, preservatives, and other additives. True whole foods should also be locally sourced as much as possible. When fresh fruits, vegetables, herbs, and spices are picked at their peak of ripeness, they have more nutrients, as well as more flavor (Klavinski, 2013). This does not happen when food is shipped from across the country or across the world.

### **Undeniable Cost Savings in Following Holistic Nutrition**

Hundreds of studies have proven that diet and lifestyle intervention drastically reduce the incidence of preventable diseases. The cost savings for preventing diabetes and cardiovascular disease in high-risk populations is staggering. show that a diet and lifestyle program has a cost effectiveness ratio of \$5.32 for those at high risk for type 2 diabetes (Pastors, 2002). As a result, this type of health intervention has been mandated into the Affordable Care Act as a reimburseable medical expense.

Holistic nutrition includes more than just diet. It includes lifestyle, environmental awareness, and a positive attitude as well. By effectively managing stress, exercising, and leading a health-promoting lifestyle, disease prevention and cost savings are greater than solely focusing on ‘medical nutrition’ as practiced by Registered Dietitians (RDs). Data on integrative therapies and holistic interventions show staggering results for medical savings in disease prevention. A comprehensive Bravewell report (Guarneri et al., 2010) summarizes the following:

- The Interheart study of 30,000 men and women on six continents found that changing lifestyle could prevent 90% or more of heart disease. If only 10% of coronary bypass and angioplasty procedures were avoided by lifestyle change

programs, it would save 10 billion dollars annually.

- The Preventive Medicine Research Institute, in collaboration with eight hospitals, studied whether lifestyle changes could effectively deter the need for bypass surgery or angioplasty. After one year, almost 80% of participants avoided surgery or angioplasty, and their insurance providers saved \$30,000 per patient.
- A study across age groups for the effectiveness of lifestyle change for diabetes prevention measured the difference in costs at \$8,800 for the lifestyle intervention (which effectively deterred diabetes) compared with a \$29,900 cost for an oral drug (metformin) intervention.

### **The Tenets of Holistic Nutrition**

Holistic nutritionists follow the science, which has shown that whole foods nutrition is health-supportive. They educate people about eating well, tailoring recommendations according to age, activity level, ethnicity, and mental and physical health status. Holistic nutritionists and natural chefs personalize client recommendations to meet their needs for diversified, nutrient-dense, hypo-allergenic meals.

Holistic nutritionists realize that we all need differing amounts of healthful foods and nutrients to cope with a fast paced, stress-filled, toxic world. Similarly, our metabolic function is challenged to continually adapt to changes in seasons, situations, aging, and health issues. Hence, holistic providers seek to offer guidelines for the ratios of macronutrients (protein, fat, and carbohydrate) needed in order to achieve individual health goals. The intention is to include optimal amounts of high quality macronutrients, rather than provide a strict set of rules. All holistic nutrition diets should be rich in high quality whole foods, contain a strong foundation of whole plant foods, and be incorporated into an eating style that avoids overconsumption and mindless eating.

### **The Holistic Nutritionist's Role**

Holistic nutrition professionals plan food and nutrition programs, oversee the preparation and serving of meals, and educate patients or clients about eating or avoiding foods that can affect their health. Many nutrition consultants and natural chefs work as consultants, either under contract with clients or companies or in private practice.

Holistic practitioners consider all aspects of a client's life when developing plans to improve overall health, rather than to treat a specific condition (Education Portal, 2015). Holistic nutritionists consider a client's emotional and physical health, as well as her metabolic status, environmental exposures, and when possible, genomic background. They provide education on how to construct an optimal diet containing food-based phytonutrients, vitamins, minerals, macronutrients, probiotics, fibers, and other health-



supportive compounds not found in the mediocre food products their clients have previously consumed, which have contributed to their compromised health.

### **Similarities and Differences: Registered Dietitians and Holistic Nutritionists**

Registered dietitians and holistic nutritionists overlap and differ in their approaches, roles, and settings, as clarified by the National Association of Nutrition Professionals (NANP, 2014):

- Similarities
  - Food-based recommendations given by each.
  - Science-based research utilized by each.
  - Either may work in community or clinical settings.
- Differences
  - Whole, organic, chemical-free food is the primary emphasis of holistic nutrition professionals.
  - The USDA MyPlate dietary guidelines are the focus of RDs, while holistic nutrition experts focus on a variety of dietary frameworks, depending on the client's needs and the professional's expertise.
  - Individualized programs are emphasized by holistic nutrition professionals. RDs are more inclined to follow association guidelines (e.g. Academy of Nutrition and Dietetics, diabetes, heart, cancer, lung, and kidney associations).
  - RDs are trained in a standard, formulaic medical nutritional approach; holistic nutrition professionals are taught flexible, healthy eating guidelines that may be customized according to client needs, health issues, ethnicity, food sensitivities, moral and ethical preferences, and various other factors.
- Distinguishing Features of a Holistic Nutritionist
  - Fresh, natural-foods foundation
  - Educational emphasis
  - Client-based, not method- or product-based
  - Refers to licensed practitioners for medical conditions
  - Highest standard of accountability and integrity
  - Uses informed consent and full disclosure forms
  - Adheres to the NANP practice guidelines and ethics

### **Why People Seek Holistic Nutritionists**

#### **a. To prevent or manage chronic illness**

The benefits of treating chronic illness that have no medical remedy (or have one but it is too costly), including type 2 diabetes, cancers, autoimmune conditions, and genetic disorders, lead people to holistic nutritionists. Often doctors will refer patients to holistic or functional nutritionists or integrative health practitioners,

who go beyond conventional medicine when standard treatment options do not offer a return to health.

**b. Because conventional medicine is not working**

Physicians more often are referring people to holistic nutritionists to teach patients how to manage and reverse obesity, high blood pressure, and other diet related illnesses. The majority of doctors have little to no weight management or nutrition training but want to help their patients (Rabin, 2010). New guidelines from the American Heart Association and a coalition of health-related societies have encouraged doctors to refer patients to nutritionists for weight management (Matthews, 2013).

**c. Advice on whole foods and natural products**

A growing number of Americans, especially women, rely on natural food, supplements, and body care products for cosmetic reasons as well as to live longer and optimize their health. In the United States, women invest \$125 billion toward nutrition products and services (Krom, 2014).

## **HOW TO EARN A LIVING AS A HOLISTIC NUTRITION PROFESSIONAL**

### **State of the Market**

More than 58,000 nutritionists and dietitians are employed in the U.S. and the job market is slated to increase by at least 22% by 2022, possibly even more with recent inclusion in the Affordable Care Act (BLS; 2012).

The rising baby boomer population is slated to drive growth, as this educated group with financial means reaches an age where they want sustainable, preventative options for their health and wellness (Son, 2012). Currently, aging populations constitute 49% of the market for services, and 24% are children under 18. Nutrition education services for the middle group of Americans 18-54 will grow significantly in coming years as parents understand the needs to incorporate sound nutrition into their childrens' diets. Generation X, and especially ~~and~~ Generation Y, to a large extent, have a much stronger environmental consciousness and high level of concern for personal care (Chief Marketer, 2006; Jochim, 1997).

The median salary for nutritionists is \$55,000 (BLS, 2012). The best states to work in are Maryland, Nevada, California, Hawaii, and Alaska, where professionals earn between \$63,000 and \$83,000 annually. The best cities are Bethesda, MD, Fairfield, CA, Las Vegas, NV, Salinas, CA, and Oakland, CA. The more education one has, the more they will typically earn, though work role and type of employer have much to do with salary. Holistic nutritionists can apply for many jobs which have traditionally hired conventional nutritionists and dietitians.

## **Where Holistic Nutritionists Work**

### **Private Practices**

Most holistic nutritionists start out in private practice. They often see clients in their own office or in an office shared by other health and medical providers. They often start with seeing clients one or two days a week and then expand services as their client base grows. The increased public awareness of the value of working with a nutrition professional to determine if one is eating well, minimizing exposure to foods that cause sensitivities and reactions, and taking the proper quality, variety, and amounts of targeted nutritional supplements, has enabled holistic nutritionists in private practice to start and grow their businesses. In many cases, they see clients, teach classes, sell professional health products or literature, and may work with clients and their families in programs they have created to ensure the commitment level needed for people to achieve their desired goals.

### **Online Personal and Group Education and Support Programs**

A growing market is online education services and support programs from holistic nutritionists, for those that do not have time or are prohibited by location or disability to visit an office in person. Focus should be on education and not prescription in all cases, to stay within the scope of practice. A host of online summits has arisen wherein many health and nutrition providers offer webinars in areas of interest, such as healing the gut, brain, immune, endocrine system, and addressing cancer from a more holistic perspective. Thousands of consumers and health professionals attend, many of whom purchase the audio and slide recordings for further review and continuing education. Corporations as well are contracting web-based services of this type. A related trend in outpatient hospital care is “telemedicine” services, where remote counseling, specifically whole foods nutrition education for chronic disease management, is provided to discharged patients.

### **Functional Medicine Clinics**

Because the foundation of functional medicine is nutrition, many of these doctors hire holistic nutritionists and other wellness practitioners. For example, Dr. Frank Lipman has the Eleven Eleven Wellness Center with six Health Coaches on staff. Dr. Mark Hyman has the UltraWellness Center with four nutritionists on staff. Dr. Alejandro Junger has three Wellness Coaches on staff. Tom O’Bryan D.C., an expert on gluten and celiac disease, said on a recent online summit that the message he gives in his presentations to medical doctors, chiropractors, acupuncturists, and primary care physicians is:

“You need a nutritionist or a registered dietician in your practice, or one with whom you have a direct relationship to whom you can refer people. You can’t hand people a sheet and say, ‘Eat like this.’ They need to have their hands held, and every one of you needs to have that service available to reduce the inflammatory cascade so the protocols that you’re recommending have a chance to work.”

### **Integrative Health Clinics and Centers**

A number of integrative health facilities have holistic nutritionists on staff. For example: Duke Integrative Medicine offers wellness coaching to its patients. Integrative Health in Denver, CO has a holistic nutritionist on staff. National Integrative Health Associates in Washington D.C. has two holistic practitioners and two Certified Health, Nutrition, and Wellness Counselors on staff. Integrative Medicine of Kisco, NY has a Clinical Nutritionist on staff.

### **Educators with Social Service and Community Organizations**

More than 15% of dietitians and nutritionists consult or work directly for nonprofits and community agencies concerned with providing health education to at-risk groups (aging populations, low-income communities, etc.) (Son, 2012). They advise on how to grocery shop for healthful foods, cook nutritious meals, and live a holistic lifestyle. Demand for these educators is slated to increase dramatically as communities give greater consideration to preventive care and equal access to health education across income levels.

### **Insurance Industry Liaisons**

One hundred and fifty nutritionists and dietitians were reported to be employed directly by insurance companies to help create standards and consult on covered treatments. With changing laws and more nutrition and prevention inclusion, it can be expected this market segment will increase as well (Son, 2012). Holistic nutritionists need to participate in insurance industry conversations to ensure inclusion as professionals.

### **Scientific and Technical Advisors**

Scientific and technical advisors make the highest income of all nutrition professionals. They work for natural health supplement companies, academic companies, and metabolic laboratories to research, market, and sell products and services. The demand to document the efficacy of natural health products and programs is high and will continue to rise (Son, 2012).

### **Food Industry Corporate Liaisons**

Holistic nutritionists advise restaurants and corporate food makers, and design content for their education initiatives. Studies show that, with the growth in American desire for nutrition information about food and health products (up to 40% in 2011 from 19% in 2008), and the pervasive use of Internet for information seeking, more and more companies in these sectors are seeking dietitians and nutritionists to help advise their clients (Son, 2012). Holistic nutritionists need to participate in food industry conversations to ensure inclusion as professionals.

### **Restaurants and Grocery Stores**

Restaurants and grocery stores are hiring Natural Chefs as consultants in response to

consumer demand for local, fresh, sustainable, organic menu options as well as integrative health information about what to eat to live longer, feel better, and overcome chronic illness. Grocery and natural foods stores are increasingly hiring holistic nutritionists to their staff to fill the consumer demand for unbiased, nutrition education (Son, 2012).

### **Corporate Wellness Programs**

Corporate Wellness programs are rising at a rate of nearly 10%, with more than 8,000 businesses including health and well-being programs for employees (Son, 2012). Some offer discounts for participating in health programs or for weight loss, or include services directly at corporate locations, including cafeterias serving whole foods, and yoga centers.

### **Spas and Well-being Alliance Industries**

The health and well-being industry is growing at phenomenal rates, as people more and more seek complementary medicine at natural pharmacies, enjoy massages, or visit chiropractors, acupuncturists, and other alternative health specialists. Holistic nutrition has a role to play within these companies and as a source of bi-directional referrals.

### **Education Settings**

More than 10% of American children attend private schools, which may look for holistic nutritionist consultants to provide classes in and after school. In addition, colleges and universities typically do not require an RD background to teach. There are nearly 5,000 in the US (Son, 2012). Universities require accredited Masters degrees or above; community colleges typically require a Masters degree or equivalent experience in the workplace, though this is individually determined by each school.

### **Where Natural Chefs Work**

#### **Restaurants and Whole Foods Cafes**

Organic restaurants and whole foods cafes are popping up all over the country at quick rates to cash in on consumer trends. The growth rate through 2018 is expected at 14% (Organic Trade Association, 2015). Opportunities for naturally trained chefs should only increase. As the spa and wellness tourism industry increases, natural chef demand at those particular locales should increase proportionally.

Consulting groups for restaurant menu inclusions are a popular and growing place where natural chefs naturally align in the market. Chef Allison Negrin's network, for example, works on connecting local foods and natural recipes with industry and nonprofit partners, including restaurants but also clinics, hospitals, and schools (<http://www.chefalisonnegrin.com/>).

#### **Private Kitchens**

The trend for personal and private chefs in homes is rising quickly – up to 25,000 personal/private chefs will be employed in years to come, according to the American Personal and Private Chef Association (APPCA, 2014). They make anywhere between \$200 and \$500 a day, and often join professional association networks to link to a greater client base and demonstrate accreditation. The trend is for natural chefs to also cook for busy, two-income homes where parents do not have time to plan meals and cook for their families. Personal and private chefs either work daily in one home to plan and cook meals, or plan meals in blocks for families or speciality clients (APPCA, 2014).

### **Sports Teams**

Several major, and many minor, sport teams in the United States hire a nutritionally trained chef for sports catering and to make meals during the competitive season. The team of natural chefs for the 2014 Super Bowl champion Seattle Seahawks, for example, used 60 dozen farm fresh eggs a week (some players take 9 eggs in their omelettes) and all grass-fed beef. The players are allowed organic cookies on Thursdays and fast food lunches on Fridays, but otherwise they eat healthful, light whole foods (Vinh, 2014).

### **Corporate Wellness Cafeterias and Catering**

A national trend in corporate recruitment and healthy employee initiatives (to reduce insurance coverage costs as well as improve productivity and inspire longer work hours) is including organic and natural kitchens at the workplace. The 2004 National Worksite Health Prevention Survey (the most comprehensive of its kind) found that, at that time, already 6.1% of companies actively promoted whole and health foods via catering policies (U.S. Chamber of Commerce, 2010). Examples include:

- Tech companies: To attract talent and encourage a culture of collaboration, Silicon Valley tech giants provide meals to employees in-house, often providing organic and local foods prepared by top natural chefs. Google's cafeteria uses home-grown organic foods. Airbnb employees get organic lunches every day. Facebook employees have access to a stocked kitchen with all meals free, which regularly features whole and organic foods, such as a five seed kale bar and farm fresh scrambled eggs (Culinary Team's Facebook page: <https://www.facebook.com/FacebookCulinaryTeam>) (Messiah, 2012).
- Greatist's "The 44 Healthiest Companies to Work For in America" list (2014) includes: Kaiser Permanente as the healthiest large company, with sixty percent of all hospital cafeteria à la carte entrees and side dishes slated to meet Partnership for a Healthier America nutrition standards by 2015. EMC color codes plant-based whole foods in its cafeteria to encourage better food choices. Genentech, in San Francisco, not only offers a cafeteria salad bar, but hosts its own weekly farmer's market. Hallmark has a "Lets Do Dinner" program for employees to bring home healthy meals for their families.

### **Consultants to Institutional Partners**

A growing number of consulting companies are linking natural and whole foods to institutions. Along with Chef Alison Negrin's programs mentioned above, chef Ann Cooper is connecting recipes and planning to school programs across California and Colorado. The Chef Ann Foundation partners with school food providers to incorporate salad bars and fruit options directly into menus, and provides online resources for schools to have better nutrition (<http://www.saladbars2schools.org>)

## **EDUCATION AND LICENSING STANDARDS FOR WORKING IN THE INDUSTRY**

### **State Licensing Standards**

Insurance reimbursements from Medicare, Medicaid, and most insurance providers require that a nutritionist be certified in Medical Nutrition Therapy and/or Diabetes Self-Management Training. Standards vary from state to state. Seventeen states only allow those with R.D. as a title to give nutrition advice. In certain states it's illegal to practice medicine or medical nutrition without a license, which holistic nutritionists cannot obtain. In sixteen states, it is legal for RDs and holistic nutritionists alike to counsel, but only RDs can receive reimbursement from government or private insurance providers. In twelve states (highly populated ones – including California, New York, and Pennsylvania) holistic nutritionists are unrestricted in their right to practice as long as they work within their scope of practice.

### **Education Standards for Holistic Nutritionists and Registered Dietitians**

The twelve schools that comprise the NANP network meet the association's holistic nutrition educational and ethical standards. For example, Bauman College provides a 700-hour Nutrition Consultant training, and a 450-hour Natural Chef Training. The school is licensed by the California Bureau for Private Postsecondary Education to provide professional training and certify graduates for the titles of Nutrition Consultant and Natural Chef. With this training, graduates can set up their own private practices or apply for jobs in the marketplace.

RDs complete a bachelor's degree at an accredited school plus coursework through an Accreditation Council for Education in Nutrition and Dietetics (ACEND)-accredited program; complete 1,200 hours of supervised practice through an ACEND-accredited Dietetic Internship; and pass a national examination administered by the Commission on Dietetic Registration (CDR) (Academy of Nutrition and Dietetics, 2013).

A benefit of approaching the career from a holistic nutrition perspective is cost: in total the vocational certification is only a little more than the cost of tuition for *one year* at a traditional undergraduate university in California. The cost of private academic education may be five times that of receiving a vocational certification, wherein the desired holistic

skill set is not taught.

### **Training and Degree Requirements for Jobs**

While a number of jobs in the nutrition field *prefer* advanced degrees, there are numerous positions that can be obtained in the marketplace that don't. In some cases experience can override education. For example, a position in Texas for a Health Coach lists educational requirements that include a Master's or Bachelor's degree, but they also accept vocational degrees or relevant previous experience. Kaiser Permanente hires telephonic Wellness Coaches and Health Educators. These positions require a Bachelor's degree and certification or licensure, or in some cases a Master's degree. Natural Grocers by Vitamin Cottage hires Nutrition Health Coaches and requires either a Bachelor's degree or a certification in nutrition or related field from an accredited college or university. One Medical Group, a primary care practice with offices all over the country, requires certification or licensure, but gives preference to individuals who are certified in Functional Medicine or who have gained this type of education or experience. Many community wellness positions only require vocational degrees or certifications.

## **CREATING A SUSTAINABLE MODEL FOR GREATER INCLUSION**

### **Opportunities Analysis**

#### **a. Branding: The Rise of the Wellness Industry**

The huge expansion of the health and wellness industry in general is a tremendous opportunity for Holistic Nutritionists and Natural Chefs. Holistic is now equated with high quality and has become a trend nationwide on all levels: corporate, retail (grocery stores and restaurants, especially), and public and private institutions alike. The NANP brand should be promoted nationally as the premier holistic nutrition network to open more opportunity for our Holistic Nutritionists and Natural Chefs. Holistic nutritionists would be well served to build their brand around 1) their area(s) of focus, 2) where they received their training and experience, 3) their professional membership in NANP, 4) being a board certified Holistic Nutritionist, and 5) being a passionate advocate for the holistic nutrition profession.

#### **b. Taking advantage of the Affordable Care Act**

Four specific strategies need to be employed to take advantage of the new requirements:

- i. Promote **higher education** among our students to meet certification standards for reimbursement based on location and state laws. This may require an adjustment in our thinking, as well as better partnerships with universities to integrate holistic into dietitian Master's Programs.



- ii. **Promote advocacy** via coalition groups like the Center for Nutrition Advocacy to change prohibitive laws and be more inclusive of holistic methodologies.
- iii. Advocate for inclusion of holistic nutrition in **doctor referral programs** (possibly with a marketing campaign of the availability of a revamped NANP-accredited database), so doctors can offer holistic nutrition as an option to their patients despite the reimbursement barrier.
- iv. **Promote integrative health centers and education points** within communities, as well as hospital networks, to give nutritionists a clinical base.

### c. Taking Advantage of Business Opportunities

Starting a business or working with an associate are typical ways holistic nutritionists get started in their careers. It often takes two to five years to show positive cash flow. Many holistic nutritionists, just as other small business owners or healthcare providers, are often undercapitalized and fail to reach the point of financial success before they become discouraged or unable to stay in business. Those practitioners who have built a practice of five to ten years often do very well. At this point they are able to hire associates and diversify sources of income, or start their own integrative health center.

Other paths to business success include working in 1) community-based education, 2) health, wellness, and medical clinics, 3) food, supplement, and natural product companies, 4) corporate wellness programs, either in person or online, 5) scientific and technical consulting at supplement, academic, and corporate laboratories, 6) restaurants and grocery and natural food stores, and 7) educational settings.

### Using Media as an Outlet

The Holistic Nutrition world needs to utilize social media and action networks to purvey its mission to the world, with the end goals of 1) raising the prestige of holistic nutrition and 2) raising consumer demand for holistic care, especially in the clinical paradigm, by linking the environmental, health, and economic savings from utilizing holistic nutrition. Examples of successful media campaigns and action networks follow:

- The American Recovery and Reinvestment Act granted funding to hundreds of communities across the country to develop comprehensive media campaigns for healthy eating, to combat corporate advertising giants. For example, the program, Communities Putting Prevention to Work, in place in San Diego, initiated a Healthy Works campaign ([www.healthyworks.org](http://www.healthyworks.org)). Much of the funding is for advertising and creating educational resources. The website lists where to buy locally grown foods, access bike trails, etc., and it promotes programs such as “the people’s produce project” to establish a community garden. Efficacy has yet to be

determined.

- Moms Across America action network ([www.momsacrossamerica.com](http://www.momsacrossamerica.com)): *We are a national coalition of Unstoppable Moms committed to empowering millions to educate themselves about GMOs and related pesticides, get GMOs labeled and offer GMO free and Organic solutions.* The Moms Across America network is a successful grassroots collaboration encouraging people to petition the Centers for Disease Control and Food and Drug Administration to test GM foods for links to autism, allergies, cancer, Alzheimer's, and other diseases, along with an education initiative to expose parents to the dangers to their children. Movements like this can be directly correlated to the industry trend of 40% of restaurants offering organic options for children. The network is on CNN and other news streams, but mainly their success is coming from targeted social media use.
- The Conservation Movement: The United States is the foremost environmental conservation champion in the world, choosing to put environmental controls at the governmental level in the early 1970s, well before anyone else in the world had taken any similar measure. That happened in large part due to Rachel Carson's *Silent Spring* and large conservation organizations leveraging the book's popularity and broad readership to demand the formation of the Environmental Protection Act and the Clean Water Act. Popular media can be a powerful advocacy tool for policy change. The growing number of popular books and documentaries on the food industry and dietary consequences should be included in our marketing strategy as nutrition professionals.
- Social Marketing: Simple ad campaigns can have a huge impact on public opinion and behavioral change. For example, a study of a "1% or Less" campaign in Virginia (Reger et al., 1999) to encourage people to drink lower fat milk resulted in 34% of high fat milk drinkers switching to low-fat milk in the community. The campaign was publicized on more than 25 diverse outlets. A campaign that targets the differences of holistic nutrition vs. traditional nutrition programs, or simple holistic solutions to sustained weight loss, mood control, child development, etc., could be extremely impactful in advancing the profession.

### **Accessing Grants and Funding**

Hundreds of government grants and private funding opportunities are available for programs that contain holistic nutrition, cooking, and lifestyle improvement. As an industry, we can better prepare our professionals and connect into these resources with work opportunities by collaborating with educational, medical, and social service organizations and government agencies in new and innovative ways. Research is needed to document the efficacy of integrative approaches to preventing and managing chronic

illness, and the benefits of working with holistic nutrition professionals to guide individuals who need ongoing support to overcome a lifetime of poor eating and lifestyle habits

- **Community Education Resources**

This is the fastest growing funding opportunity for holistic nutritionists, from both new government resources for community health networks at local government levels and advertising programs, to nonprofit inclusion of prevention of chronic disease programs for the elderly, youth, and at-risk populations. The CDC gave \$94 million in grants last year, including \$3 million to the American Heart Association for prevention. Holistic nutritionists can link in with these organizations as partners to promote their education and outreach initiatives for health building.

- **Hospitals and Clinics**

Hospitals and clinics receive billions of dollars annually in grant funding and philanthropy for health and nutrition programs. The trend is to fund nutrition and wellness, as well as prevention for diabetes, depression, cardiovascular disease, and a host of other chronic illnesses. NANP can work hand in hand with hospital foundations and integrated health systems to broaden the reach of holistic nutrition in clinical settings, especially given the new Affordable Care Act mandate that nonprofit hospitals strengthen their community health building initiatives.

- **Diabetes and Obesity Prevention.** Every year the federal government grants funding for research and prevention for diabetes, and intervention options, mainly from the National Institutes of Health. Most of this funding goes to professionals and doctors in clinical settings. Specific grant funding is also awarded to at-risk disadvantaged populations, such as Native Americans, who are extremely susceptible to obesity and diabetes and hence have special initiatives to promote health within their communities.

The best sources of funding for whole foods nutrition education related to diabetes prevention comes from government agencies for children's health, outlined below. The best sources for adults are from private foundations and usually focus on targeting at-risk and disadvantaged populations that have a high propensity for diabetes and little resources for prevention. Holistic nutritionists have an opportunity to work collaboratively within these communities in partnership with health agencies and nonprofits addressing the problem with grant funding.

- **Children's Health and Malnutrition**

In response to childhood obesity, grant funding is available to promote healthy

eating and lifestyles at schools and in communities for children. The Carol M. White Physical Education Program, from the U.S. Department of Education, grants millions of dollars to school districts and community-based organizations to promote more exercise and healthful eating, with an emphasis on at-risk and underserved populations (USDE, 2014). Health professionals are funded in this grant opportunity, in collaboration with schools.

A disturbing number of children in the U.S. are food insecure, and resultantly suffering from malnutrition. In Texas, for example, 28% of children are food insecure. Hundreds of nonprofits work in food security fields, with emphasis on teaching nutrition to mothers to make the most of limited resources as opposed to buying junk food. Also, the government has a special program (SNAP) to include more nutrition in school lunches, and pays for nutrition staff on state and local levels from these funds.

- **Environmental Sustainability Organizations**

The affinity of conservation and environmental organizations for choosing local and sustainable food, makes them a viable partner for holistic nutritionists.

For example, the Urban Farming Guys program in Kansas City ([www.urbanfarmingguys.com](http://www.urbanfarmingguys.com)) has hundreds of thousands of YouTube views of its videos for sustainable agriculture in urban settings, and is currently building a holistic nutrition training kitchen in a new community center to promote healthful eating in one of the poorest and most dangerous urban communities in the country. This program is just a model of hundreds of other urban farming and sustainable foods/CSA movements across the country, and they are largely grant or philanthropy funded.

Also, the National Audubon Society ([www.audubon.org](http://www.audubon.org)) works hand in hand with healthy eating partners to promote organic, sustainable farming, due to pesticide and GMO effects on bird habitat. With hundreds of local chapters and centers across the country, forming sustainable partnerships is a likely possibility for holistic nutritionists and chefs.

- **Economic Development and Career Building Organizations**

A hot topic of grant funding right now is bridging the divide between what schools teach our youth and providing viable job skills for people to actually attain jobs that are available in the market. With the restaurant and hospitality industry rapidly expanding (wellness tourism included), a number of nonprofits and government agencies want individuals like natural chefs to train youth with viable job skills.

For example, the National Restaurant Education Foundation (<http://www.restaurant.org/Home>) receives grant funding and corporate sponsorships to provide “Prostart” training— intensive cooking training to prepare people to work in the food industry—to thousands of youth and military veterans annually. They partner with local agencies to provide these programs and hire local chefs.

## CONCLUSION

Holistic Nutritionists are making a difference in the lives of individuals and in the culture at large. Holistic nutritionists and natural chefs are an integral part of one of the fastest growing industries in the U.S. They have the ability to work directly with the public in their private practices and media programs. As a profession, what is needed is a broader vision of where and how to engage with local and virtual communities and have a unified and compelling message. Too often one nutrition professional advocates one approach, and another the very opposite. We need to be respectful of all whole foods paths to wellness and work to be more educational in our approach to empower people to make their own decisions, rather than telling them what they ‘should’ do.

With growing interest in holistic diet and lifestyle, individualized programs are becoming popular, and nutrition professionals are best equipped to meet the demand. The task is to market services effectively and to link in proactively with the growing holistic health network. There are more opportunities than ever to work within traditional clinical and medical settings, by being part of referral networks of doctors and other healthcare professionals. Look for such opportunities to increase tremendously in coming years as laws mandate change.

A substantial opportunity also exists to connect to corporate industry – including restaurants, grocery stores, consultant businesses, and wellness programs in corporate settings – as these roles do not necessarily require advanced degrees and are growing quickly.

The key to success for the holistic nutrition profession is to 1) have our members promote the prestige of the NANP brand, 2) gain professional inclusion in mainstream community and clinical settings by competing for jobs, 3) design and implement health building, cost saving programs , and 4) stay true to our roots of holistic thinking, evidence-based approaches, and emphasis on building health rather than fighting disease.

*Look deep, deep into nature, and then you will understand everything better.*

-Albert Einstein

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# SUCCESSFUL HOLISTIC NUTRITION PROVIDERS AND BUSINESSES



The following profiles provide an example of Holistic Nutritionists and Natural Chefs working in private practice. Additionally, it includes a sampling of businesses that embrace holistic nutrition, hire holistic nutritionists, and deliver health and wellness programs to their clients, patients, and customers. The profiles not only tell a story, they show the diversity of opportunity in the holistic nutrition profession.

We want to thank each of these individuals and companies for the time and effort they provided to us in the development of the profiles.

# Nutritional Solutions

[www.nutritional-solutions.net](http://www.nutritional-solutions.net)

## Education

- Ph.D. Nutrition, American State University
- Certified Nutrition Consultant, Bauman College
- Masters Nutrition, American State University
- Board Certified in Holistic Nutrition
- BA Psychology, Boston University

## Marketing

Jeanne markets her business by word of mouth, speaking at conferences, and physician's referrals. She has never advertised, but uses social media to help make her business successful.

## Vision and Evolution

Jeanne always planned to focus her work on cancer. She had a friend who got a brain tumor and decided to specialize in that. She continues to focus on that specific type of tumor, but due to client demand she now serves all tumor types.

## Advice to new HNPs

"Have a long-range vision. Document all your research and lectures. Build a network of providers who refer to you. SPECIALIZE in one area so you can be an expert in it!"

## Jeanne Wallace

*"SPECIALIZE in one area so you can be an expert on it!"*

Jeanne is widely regarded as one of the nation's most prominent experts in nutritional oncology. She started Nutrition Solutions in 1997. Over the years she and her team have worked with thousands of cancer clients all over the U.S. and abroad. She

specializes in primary malignant brain tumors, but also has extensive experience consulting clients with breast, ovarian, endometrial, colorectal, pancreatic, lung, and head-and-neck cancers, as well as malignant melanoma.

Nutritional Solutions offers consulting via telephone, Skype or FaceTime, and by email for follow-up questions. Jeanne and her team focus on dietary changes and supplements to build a robust anti-cancer environment in the body. They also help clients complement radiation and/or chemotherapy, educating them how to harness the power of nutrition to enhance the efficacy and reduce the side effects of their treatments. They ensure every client has a written "report" with in-text citations and a reference list, so that anytime a physician said "nutrition can't help" the client could refer to the PubMed citations and educate the doctor. This also helps their clients feel confident about their nutrition plan.

Jeanne's success can easily be equated to the time and effort she exerts. Currently she works an estimated 60+ hours a week. She has dedicated years of work (often 14-18 hours/day, 6 days a week) into developing comprehensive reports of translational research and presenting it in an educational way. Jeanne states, "It has been an indescribably large time investment that is ongoing." She regularly speaks at conferences in order to establish herself as an authority in the field and to educate physicians in the value and scope of diet and nutrition. She is the author of, *Harnessing the Power of Your Diet Against Cancer*, currently being used as a training program for dietitians and nutritionists at cancer centers.

Jeanne has 3 full-time staff: an administration assistant and 2 full-time nutrition consultants, and utilizes 1 to 2 seasonal interns. Additionally she's invested in a professionally designed website, program materials, and a Facebook page.



# Juvenescence

[www.juvenescence.net](http://www.juvenescence.net)



## Education

- Certified Nutrition Consultant, Bauman College
- Board Certified in Holistic Nutrition
- Certified Schwarzbein Practitioner

## Marketing Juvenescence

Robin markets her business primarily online with e-zines, videos, emails, social media, and blogging. She also hosts and attends events.

## Business Goals

Over the next 3 years Robin hopes to be completely virtual. She plans to utilize her team more so she can focus on CEO work - after more than 10 years, she feels she's ready for this transition. She would like to create several more virtual programs, geared to small groups, in order to help people truly learn about their bodies and become their own health advocate. Financially she's hoping to generate \$1 million plus annually.

## Advice to new HNPs

"Discover what you're passionate about helping people with and do that. Find people who are doing what you want to be doing and copy them, or mentor with them. Embrace opportunities when they come your way and collaborate - help wherever you can. Everyone needs help with food and eating and making better choices - there are so many places to serve in a community with that alone."

## Robin Nielsen

*"I had no clue what I was doing but it was a fun, amazing journey."*

Robin started her business in January 2005. Her initial vision of a holistic career path was to open an office and start helping people, so she leased a space and began seeing clients. Over time she networked, went to conferences, and took advantage of the Designs for Health program where they find nutritionists specific offices to work in. Robin worked in a chiropractic office and an integrative functional office for women. She saw clients in both businesses once a week, then continued to see her own clients and develop her business.

Today her practice is mostly virtual: group programs, a few one-on-one clients, product sales and tele summits - both her own and others. She also offers business coaching for integrative practitioners on connecting virtually with patients as well as refining office practices.

Robin's business focus is helping people to live a vibrant healthy life. Taking what she learned from Bauman College, she started a successful 12-Week Shape Up and Get Fit program. She collaborated with other practitioners, taught people how to exercise, how to cook, what to eat, and how to change their mindset. She paid \$13K to be part of a business mastermind group and learned more about internet marketing. In 2008, she started doing tele seminars, created a virtual cleanse program, and started producing e-zines instead of printed newsletters. In 2004, she founded Surf Sol Sister, and until 2012 she took women on surf retreats, cooked for them and helped them to get out of their comfort zones and back in their bodies.

Robin loves to collaborate! She connected with a doctor from Georgia and started Sexy Younger You to help people who were feeling old and tired. She interviewed over 100 of the world's leading experts on aging well and managed numerous affiliates to spread the word. She speaks at events about Being Fueled for Success, Balancing Hormones and other topics. Recently she created a successful community-based program modeled after The Daniel Plan called, Get Your Groove On! She runs a women's internet site with her husband, and with her son she created a supplement Protocol system. Her annual income: over \$75,000

# replenish pdx

[www.replenishpdx.com](http://www.replenishpdx.com)



## Education

- Bachelors of Fine Arts
- Masters of Science in Human Nutrition and Functional Medicine - U. of Western States (Pending)
- Certified Nutrition Educator, Bauman College
- Certified Nutrition Health Coach, Institute of Integrative Nutrition
- Certified Nutrition Consultant, Bauman College
- Special trainings, Institute of Functional Medicine

## Marketing

Andrea started with doing good work, being full of integrity and honing her writing skills to sell the information presented. These are the mainstays of her methods today.

## Business Goals

Refine one-on-one counseling, launch an online supplement store, and continue to grow the reach of the Replenish PDX programs and Holistic Nutrition Lab. Andrea would like more time to write and to have her first book published in three years. The book would speak to her unique approach to working with chronic illness.

## Advice to new HNPs

“The best way to learn is to PRACTICE! Information takes you only so far but your clients will teach you more of what you need to know and more than you could ever imagine you need to know. “

## Andrea Nakayama

*“I could have never imagined where I am now.”*

Andrea’s initial vision for her business was to have a one-on-one practice, teach classes, and have some sort of wellness center in Portland, OR, with counseling and classes held in a beautiful space. She started Replenish PDX at the end of 2008, started seeing clients in early 2009, taught her first online detox in 2010, then launched Holistic Nutrition Lab in 2012.

Andrea hired a business coach who encouraged her to take online the teaching she was doing locally. Her online teaching started to grow, as did her counseling services, and two years after opening Replenish other practitioners were begging her to teach what she was doing. In response, she launched Holistic Nutrition Lab where she offers training in the art and science of functional nutrition for practitioners. HNL has grown more than she could have imagined.

Currently Andrea and her team consider the following to be their five lines of business, each with different services provided:

1. **Replenish PDX Counseling Services:** Team of four full or part time nutritionists, plus Andrea
2. **Replenish PDX online classes and specialty detoxes:** Includes *Girl’s Guide to Hashimoto’s*, *Estrogen*, and *You’re not the Boss of Me: Controlling Your Blood Sugar so that it Doesn’t Control You*
3. **Holistic Nutrition Lab:** Includes the *Digestive Intensive* and *Full Body Systems*
4. **Replenish Me:** Curated online supplement store featuring nutraceuticals she’s found to be most relevant in clinical practice
5. **Speaking engagements and educational opportunities**

Andrea has approximately 11 employees and 11 contractors. Positions include: Nutritionists, Intake Specialists, Operations Coordinator, Designer, Web Developer, Marketing Coordinator, Project Manager, Personal Assistant, Social Media Intern, Comptroller, Registrar, Support Desk Coordinator, Chief Operating Officer. Andrea works...a lot. Her annual income is over \$75,000 per year and as an organization they’ve grossed 7-figures since 2013. She’s aiming for 10X gross income by the end of three years.

# Nutrition with Beth

[www.nutritionwithbeth.com](http://www.nutritionwithbeth.com)



## Education

- Nutrition Consultant, Bauman College
- Masters Human Nutrition, Bridgeport, CT
- B.A. Political Science and Spanish

## Marketing

Beth markets her business through social media, video, collaboration with other practitioners, speaking engagements, networking and business organizations.

## Business Goals

Serve clients worldwide with educational and innovative programs that help them to achieve their true potential. Focus more on virtual programs that clients can access easily and create products that will help build a passive income. Continue to serve practitioners in the San Francisco Bay area and provide valuable education through Designs for Health.

## Advice to new HNP's

“Learn how to sell yourself and your program. Invest in a mentor! Implement systems for everything!! Collaborate!”

## Beth Gillespie

*“My own private practice. Brick and mortar.”*

When Beth started her business she simply wanted a private practice “brick and mortar.” In 2004, she began to work with Designs for Health. She decided to work for the company because she “...couldn’t pass up the opportunity to be part of such a dynamic company growing so quickly in California.”

In addition to Designs with Health (DFH), Beth also maintains a small virtual practice, Nutrition with Beth. She works mostly with women in their mid-30’s to mid-60’s. Her passion is to work with busy women who want to regain their energy and mental focus, to learn how to handle stress better, and to lose weight. She offers individual targeted nutrition programs and also leads virtual group programs.

Beth represents DFH in the San Francisco Bay area, meeting with practitioners and introducing DFH nutritional supplements into their practices. She educates them on nutrients and health, helps them to implement detox and weight loss programs, and assists them with practice development.

The investments Beth makes in her two businesses are those that support her and help her to effectively manage a busy schedule. She’s invested in a virtual assistant, and a social media professional to help her maintain an online presence on Facebook, LinkedIn, Twitter, etc. She also uses Fiverr, an online marketplace offering freelance services. Additionally she has a bookkeeper and business coach, and she invests in continuing education, attends nutrition conferences on a regular basis to keep up with the latest research and to share knowledge with her clients. She works 40 to 60 hours per week and relies on contractors when she needs assistance.

Prior to her career in nutrition Beth was working in the booming telecommunications industry. However, she was incredibly tired everyday and could hardly make it to the gym a few days a week. She longed for past days of bike rides, hikes and runs along the ocean. She left her job and shortly after decided to go back to school for nutrition. She’s inspired by people and organizations that do great things to make our world a better place. She’s inspired by organic farmers that bring their beautiful produce to the farmers markets each week, state and national parks and by all types of artists who share their creativity and beauty with all of us.

# Open Circles

[www.opencircles.net](http://www.opencircles.net)



## Education

- BS: Applied Mathematics
- Masters: Business Administration
- Certified Nutrition Consultant, Bauman College

## Marketing Open Circles

Open Circles is moving into a more virtual space and Sylvia is learning to market online. Her main focus is on Facebook, LinkedIn, and Pinterest. She also markets her business through speaking engagements.

## Business Goals

Sylvia hopes to increase her income to \$150,000 to \$200,000 annually. She expects to be completely virtual and interactive with programs that include nutrition, fitness, and wellness coaching. She feels it's a great time to connect online to reach a broader number of individuals.

## Advice to new HNPs

"The most significant thing to do is to talk to people. One, talk to people and tell them what you do: friends, family, neighbors. Blog, write, comment - constantly try to share your value. Two, be curious about businesses that are successful - they could be nutrition professionals or any other type of business that provides services, such as an insurance agent or a local wine bar. Contact them, see if they will give you 15 minutes. Talk to 10 to 20 businesses. This will help you formulate your own strategy and you'll make nice business connections along the way."

## Sylvia Doss

*"There are people out there who need you."*

Sylvia started Open Circles five years ago. She works both one-on-one with clients and in small groups. In addition to her traditional education, she also

holds a Core Strengths Coaching Certification, is a certified Group Exercise and Spin Instructor, and is a Group Workshop Facilitator for Stanford University's Healthier Living Program, specifically, Chronic Disease Self Management.

When Sylvia first decided to obtain her nutrition consultant certification, her goal was to open a studio that combined both fitness and nutrition. She felt nutrition was seriously lacking in the fitness world. Over time she became more focused on niche markets, and found the best fit for her was professional women. Sylvia has 20 years of corporate experience and related with women in leadership positions struggling to be healthy given the demands of their lives and careers. Once she defined her market she was able to fine-tune her services and how she wanted to deliver them.

Sylvia particularly enjoys working with groups and has shifted her focus more and more to this aspect of her business. Over the last year, she's spent time working with groups both virtually and in person. Recently she targeted her niche market and led a year-long workout group. She also hosts groups with a specific focus, such as nutrition or losing weight. She is most focused on connecting with her clients within a virtual interactive environment like Zoom or Skype because she feels the ability to connect with people virtually is critical to the future success of her business. All of her offerings incorporate fun, community, and easy access technology.

Sylvia brings in complementary professionals and services to her groups - such as a hula hoop instructor or mindfulness practitioner. This adds variety to her groups and also expands her marketing base because the guest instructors will also advertise to their clients as well as hers. As she builds affiliate relationships she also exposes her business to future potential clients. Sylvia runs Open Circles in addition to her full-time job in corporate health and wellness. She works about 20 hours a week on Open Circles, garnering an annual income of about \$35,000 to \$45,000.

# Mission Savvy & Eats of Eden

[www.missionsavvy.com](http://www.missionsavvy.com)

[www.eatsofeden.com](http://www.eatsofeden.com)



## Education

- Certified Nutrition Educator, Bauman College
- B.S. Carnegie Mellon University
- Raw and Living Foods Training

## Marketing

Mostly online and through word of mouth. The café website is the biggest draw. Instagram and lot of pictures have been helpful. Sally and her daughter participate in the local Art Walk and are listed on travel sites. Between Mission Savvy and Eats of Eden, they've developed an extensive email list.

## Business Goals

At 64 years young, Sally is planning to schedule more time off, however, she will work in some facet of holistic nutrition all her life. Her daughter will carry the growing café forward and Sally will consult. Sally is aiming for more private clients, nutrition education and speaking.

## Advice to new HNPs

"It's a wonderful profession and much needed in every community. Find your niche and love what you do! It's important for you to feel passionate about your choice and define what makes you happy. Begin small and build your reputation and customer/client base. The most important piece of advice I can give is, define your offering and know your market. Do your work out of joy and compassion and everything will fall into place."

## Sally Miller

*"I am a cancer survivor and thyroid disease patient. I have learned to use food, herbs and some targeted supplements to live medicine free."*

Sally started Eats of Eden in 2002 with the goal of teaching as many people as possible about the health benefits of raw and living foods, and to offer an alternative choice for healing the body through nutrition. She is 14 years out from her third breast cancer and 18 months from her hypothyroid diagnosis. She feels great and has energy and determination to spread what she has learned and experienced.

When Sally first started her venture, she held classes for a group of 6 or fewer people, for 10 hours over one weekend. Her vision began to change after 6 years of teaching and she realized she could help more people discover plant based healthy eating if she gained more education. In 2009, she graduated from Bauman College. In 2011, she joined her daughter in a second business endeavor and opened

Mission Savvy, an organic juice bar, vegan, mostly raw café.



Sally created juice and raw food cleanses that Mission Savvy customers could purchase. The café provides the food and she offers two 30 minute nutrition consults with the cleanse package. The café hosts

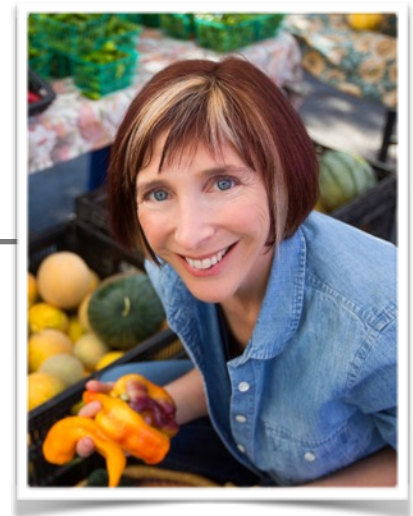
workshops to teach people how to make the food they sell, and Sally recently started a new education class, Real Food Revisited that has grown popular. She continues to meet with clients privately for both nutrition education and individual evaluation and recommendations. Most consults are generated through contacts at Mission Savvy, or through physicians, chiropractors, acupuncturists, yoga instructors or massage therapists in the area.

Sally and her daughter take care of overall management of Mission Savvy and have two employees that work and manage the café. Sally works 40 hours or more each week and earns less than \$30,000 per year, but the café grossed \$220,000 in sales in 2014, which doubled the sales from last year. Outside of educational investments, Sally and her daughter received a small business loan to start the café, and now rely on private investors, state grants and personal investments, in addition to money generated through sales.





www.rebeccakatz.com



## Education

- Bachelor of Science Communications
- Masters Health and Nutrition Education
- Certified Chef - Natural Gourmet Institute

## Initial Vision

To provide nourishing and healing foods to people who were dealing with chronic illness.

## Current Business

Culinary consultant, culinary nutritionist, award winning cookbook author, educator, and Director of The Healing Kitchens Institute at Commonweal.

## Award-Winning Author

- *One Bite at a Time* - a reflection of what she learned working with cancer patients and caregivers (2004)
- *The Cancer Fighting Kitchen* (2009)
- *The Longevity Kitchen* (2013)
- *The Healthy Mind Cookbook* (2015)

## Non-profit Founder

The Healing Kitchen's Institute

## Rebecca Katz

*"I invented the term 'Culinary Translator' to describe what I do, which is essentially translating nutritional science to the plate, seasoned by wisdom and the alchemy of flavor."*

Rebecca started her culinary career in 2001 working as a chef in restaurants. She then shifted her focus to working with cancer patients at Commonweal Cancer Retreat program cooking for the cancer retreats. With her focus in the world of cancer, she cooked for private clients and taught classes. As her career evolved, she became the Executive Chef for The Food as Medicine Professional Training program and she started teaching and speaking about translating nutritional science to the plate.

Rebecca invested in the development and marketing of her cookbooks, which has allowed her to expand her platform. She has teamed up with doctors and nutritionists to use the art of cooking, taste and flavor to better illustrate their messages. She's also partnered with: Stanford University Hospital and Medical School, University of California, San Francisco, Johns Hopkins Medicine, Baylor College of Medicine and cancer organizations around the country.

Rebecca works 40 to 60 hours a week and markets primarily through word of mouth. Her advice to someone just starting out in the nutrition field: find your niche.

Her future goals are to focus on collaboration and service through her non-profit, *The Healing Kitchen's Institute*, at Commonweal. The Institute is an evolving platform dedicated to educating individuals and communities about the power of food as medicine and nourishment - achieved by teaching individuals how to cook through lecture, demonstration and hands-on experience, and using abundant flavors and rich traditions as a path to healthy eating.



## Employee Wellness Programs for Hospitals & Corporations

[www.baumanwellness.com](http://www.baumanwellness.com)

### Education

- M.Ed., U. of Massachusetts
- Ph.D. Health Education and Community Health Promotion , U. of New Mexico

### On-site Programs

Participants learn to care for their health and to regenerate and recover from the effects of poor eating. They learn nutritional keys to dealing with stress, aging, and hormonal changes; how to detoxify and eat to protect the heart, and much more. Current 12-week programs include:

- Lifestyle Tools for Preventing and Managing Diabetes, Obesity and Heart Disease
- Gain Energy, Lose Weight Employee Wellness Program and one-on-one Life Coaching

### Virtual

For those who cannot attend live classes, virtual courses are made available. Each online course includes:

- Video: Nutrition Classes
- Video: Cooking Demonstrations
- Video: Healthy Movements
- Handouts/supporting documents

### Founder, Author, Advocate

Dr. Bauman is the founding father and past president of NANP, founder and president of Bauman College, creator and leader of the Vitality Fasting Retreat, board member of the Sonoma West Medical Foundation, co-author of the Holistic Health Handbook, Flavors of Health Cookbook, Whole Foods Guide for Breast Cancer Survivors and tireless advocate for the Holistic Nutrition profession.



## Dr. Ed Bauman

*“The outcome of health is to actualize one’s potential, physically, mentally and spiritually, based upon education, behavior, and a restoration of our personal and natural environment.”*

Bauman Wellness specializes in customized wellness programs presented through a series of on-site classes and/or virtual classes for corporate, organization, and medical healthcare system clients. Faculty includes medical professionals, highly trained Holistic Nutrition Consultants and Holistic Chefs who provide a structured, multi-week program based on the *Eating for Health* model, created by Dr. Ed Bauman. The *Eating for Health* model is a rejuvenating whole food system that teaches time-honored nutrition principles and lifestyle practices for self-healing. Program instructors are independent contractors who are paid per class, and per participant coaching sessions.

Distinctive to the Bauman Wellness program is how it’s delivered. Participants are able to receive one-on-one nutrition and lifestyle coaching, as well as classes in either a lunchtime setting or online webinar format, which can be done at home and on their own time. Each of these formats, or combination of all three, makes the opportunity more accessible to everyone who wants to participate.

Bauman Wellness started in 2014 with the intent to bring holistic nutrition to hospital settings. The program initially launched at seven Alameda Health Systems clinics in Alameda, CA, and was offered to employees and their immediate family members for a small fee, with ASH covering most of the cost. Dr. Bauman is developing his next Bauman Wellness program for 2016 with hopes to reach a larger portion of the employee population. In addition, Dr. Bauman’s goal is for the program to be available for free, or at minimal cost, to the *patient* population at the Alameda Health System clinics as well as at the new Sonoma West Medical Center in Sebastopol, CA, which will provide organic food and integrative health programs to complement expert medical care.



### NHC Responsibilities

- Conduct nutrition seminars and cooking classes
- One-on-one coaching with customers
- Employee education classes
- Answer staff and customer questions about nutrition
- Help customers find products
- Maintain literature files, book, and reference department
- Community outreach

### Education/Certification Requirements for NHC

- Bachelor's degree, or;
- Certification in nutrition, or related field from an accredited college or university [recognized by the U.S. Secretary of Education]

### NHC Guiding Principals

A whole foods diet with a focus on bio-individuality. Nutrition Health Coaches only provide consulting services (they do not test, diagnose, or treat).

### NHC Income and Benefits

- Typically a full-time staff position
- Approximately \$17.00 to \$25.00 per hour (depending on location and experience)
- Includes benefits (paid time off, health insurance, employee discounts)

## Natural Grocers by Vitamin Cottage

*“Our approach is to help you [the customer] learn how your body works...and how your diet affects how well it works.”*

Natural Grocers has upheld an ongoing commitment to nutrition education since they opened their first store 60 years ago. Founders Margaret and Philip Isely, started the business by going door-to-door in Golden, Colorado, selling whole-grain bread and sharing nutrition information with people they met. The Iselys found that the more health and nutrition knowledge their neighbors possessed, the healthier food they wanted, leading the Iselys to open a storefront in 1955.

Isley children have taken over company leadership and continue to maintain their parent's commitment to education. Each Natural Grocers location has a Nutrition Health Coach (NHC) on staff who are considered the store's primary source of nutrition information. In addition to health and nutrition seminars and cooking classes, NHCs offer free one-on-one nutrition coaching with customers, and once a month they conduct two hour educational classes for employees. The company also provides in store reference books for customer use and maintains an online nutrition library that provides science based documents, handouts, and expert advice.

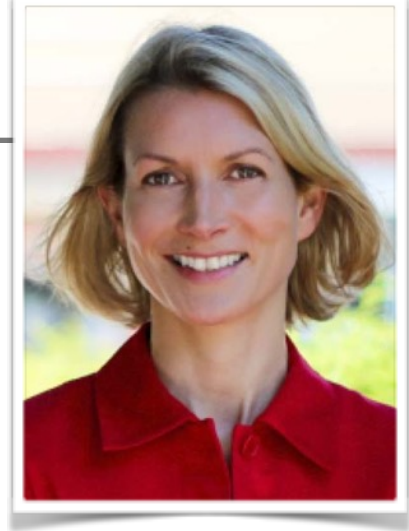
Over the years Natural Grocers has established consistent and clear standards, selling only organic produce and naturally raised meat, and setting strict guidelines for all products that are carried its stores. The company regularly engages in political advocacy issues ranging from genetic engineering and food safety, to factory farming and environmental concerns. Most importantly, they actively oppose any legislation that would negatively impact holistic nutritionists and the company's ability to hire nutritionists at their stores.



One Medical Group

San Francisco, CA

www.onemedical.com



### Education

- Certified Nutrition Consultant, Bauman College
- Natural Chef, Bauman College
- Bachelors in Business and Spanish
- [Soon to acquire certification] Functional Medicine Nutritionist

### One Medicine Group Educational Preferences

In addition to certification and licensure, when hiring One Medical Group gives preference to nutrition professionals who are either certified functional medicine practitioners, or who have gained this type of education or experience. Expertise in behavioral change modalities is also a plus. Individuals with master’s degrees will have an advantage.

### Nutrition Services

Karyn has worked for One Medical since 2008. Together, she and another staff nutritionist see an average of 40-50 clients/patients per a week. Patients have the option for nutrition consultation versus fully engaging in an allopathic approach. Each nutrition session is 40 minutes and costs \$125, out-of-pocket. Karyn’s mantra is to meet her patients wherever they’re at, and to partner with them on their journey towards better health. Staff nutritionists may also provide other nutrition services to One Medical patients and corporate clients such as cooking classes and lifestyle programs. Karyn also works on generation of materials for One Medical’s blog and materials for upcoming programs.

## Karyn Duggan

*“At One Medical Group, we encourage our patients to make healthy dietary and lifestyle choices, and we see positive shifts in their overall health as a result.”*

One Medical Group is a primary care practice with offices in seven different cities across the U.S. - San Francisco, New York, Washington D.C, Boston, Chicago, Los Angeles, and Phoenix. They are considered a new model for primary care and aim to set an example nationwide. Health insurance covers appointment costs as it would at any other practice, but patients pay an extra \$150 to \$200 annual membership fee. One Medical Group tends to attract a younger population, about 25- 40 years old, who want to be proactive about their health.

Since its inception, nutrition has been an unifying part of their services offered. In San Francisco, and some of their other markets, they have certified nutritional consultants on staff who work with patients to help them understand their unique needs and create a personalized plan to help them achieve their lifestyle and health goals. Nutrition consultants utilize lab assessments as the foundation of preliminary intake with patients, and closely interact with physicians and other providers on a daily basis. On average 2 to 3 one-on-one nutrition sessions are enough to reach the patient’s goals, however some patients feel accountability is key to their success and prefer to come back on a monthly basis. Additional integrative practices at One Medical Group include naturopathic medicine, acupuncture and osteopathic medicine.

One Medical Group hosts a blog, *One Life Make it Count*, that includes health and wellness information that supports the whole person, addressing diseases, conditions, physical and mental health, eating well, and much more, including healthy recipes.

One Medical Group also has a program that allows companies to offer One Medical services as an employee health benefit. Along with traditional primary care services, employees have access to integrative health and wellness solutions, typically provide by staff nutritionist.

# KAISER PERMANENTE

kp.org

## Positions

- Telephonic Wellness Coach
- Health Educator
- Diabetes Educator
- Registered Dietitian
- Natural Chef

## Education Requirements

- Differ based on specific position
- Most require Bachelor's degree
- Most require Licensure, Certification and/or Registration
- Some require a Master's degree, while other prefer a Master's

## Telephonic Coaching

- Wellness Coaches and/or Health Educators
- Free service to Kaiser members
- Sessions are conducted over the phone
- Topics Wellness Coaches cover
  - healthy eating
  - stress reduction
  - weight management, physical activity
  - tobacco cessation
- Wellness Coaches communicate with patient's physician and entire medical team

## Health Educator

- Health promotion, prevention, and behavior change counseling
- Health education program development and services
- Provides direct group or one-on-one health education services
- Could be an additional charge

## Health and Wellness Coaches

Kaiser Permanente has a proven commitment to health and wellness offering specific programs to members as well as employees. Regionally facilities develop unique and differing programs, some more extensive than others. Telephonic wellness coaching, as well as diet and lifestyle educational programs, are provided by Wellness Coaches and Health Educators to all members at no additional cost.

Health Educators work in a clinical or classroom environment to inform members, patients, and communities on issues that encourage and promote health. Roles vary by facility and range from medical weight management and smoking cessation to diabetes health management and beginning yoga. Wellness Coaches primarily manage telephonic coaching. Health Educators and Wellness Coaches salaries are based on qualifications, experience, and location.

Kaiser has an extensive Corporate Health Promotion program that offers their employees services such as: a personal wellness profile assessment, fitness and nutrition classes, cooking demonstrations, health coaching, yoga and stress reduction classes. In 2012, *HealthWorks* by Kaiser Permanente launched a free downloadable Workforce Health Resource Guide to help employers maintain a healthy workforce.

## Food for Health

Lastly and noteworthy, Kaiser Permanente hosts 55 farmers markets at their hospitals and facilities in seven of their regions, including an organic farmers market outside their headquarters.

In addition to hosting farmers markets, Kaiser promotes sustainable food and agriculture by increasing sourcing of local and sustainably produced food in its hospitals, cafeterias and vending machines. In conjunction with the farmers markets is a food and nutrition blog: *Food for Health*, started by Dr. Preston Maring. In 2003, Dr. Maring started the first small farmers market outside his hospital in Oakland. He retired at the end of 2013 after 42 years with Kaiser, but continues to manage the blog. *Food for Health* is a place for dedicated Kaiser members and caregivers to post recipes and talk about important issues related to nutrition and health.



Information in this document was obtained from: [kp.org](http://kp.org)